

MILITARY PERSONNEL MANAGEMENT INFORMATION MANAGEMENT PROGRAM

Strategic Plan

Introduction

The Military Personnel Management Information Management Program includes all functional areas defined by the Military Personnel Management Process Model. The program's major goal is to transform military personnel and pay management. This will be accomplished by: providing improved service to military personnel and their families throughout their military careers and beyond; supporting the war fighter in better use and management of human resources; eliminating or reducing data collection burdens; solving operational problems; conserving resources; and enhancing readiness.

Today's military organizations are not unlike private sector organizations in some areas. Competitive advantages are sought through reduction of costs, increased reliance on the workforce to achieve organizational goals, improved self-service and employee empowerment, and increased quality of products – with the goal of transformation. Military personnel processes and policies, however, are designed to maintain a mobilization and war fighting capability that is inherently different from any private sector function or activity. The focus of any transformation in the military must center on the enhancement of the primary DoD mission.

Transformation of any organization occurs when fundamental change happens - - fundamental change in organizational member behaviors and fundamental change in how organizations conduct their business (or meet their mission). Often, organizational transformation occurs with the advent of technological advances but more often, organizational transformation occurs when employee behaviors are changed. DIMHRS will enable the transformation of the Department because it will meet both criteria: it will change how the Department conducts the human resources function and it will also change how personnel in the Department view their organization and interact with its human resources system. This is organizational transformation through systems integration and human interaction.

The major goals of transformation for military personnel, in addition to the efficiencies that will be gained from streamlining our systems and the way we do business, are:

- providing better service to military personnel and their families- - timely and accurate record of Service and delivery of compensation, benefits and entitlements;
- ensuring the most efficient use of our human resources in the conduct of the military mission - - including support to the warfighter;
- ensuring visibility and accountability of our military personnel to authorized users;
- providing timely and accurate human resources information to authorized users; and

- enhancing our ability to put the right person in the right place as quickly as possible (this includes acquisition and retention as well as assignment and deployment).

The Information Management Program, under the guidance of the Director, Joint Requirements and Integration, OUSD(P&R)PI, was developed in coordination with the entire military personnel community. The plan was first developed in October of 1992 and is updated periodically to remain current. The program encompasses a broad range of business process improvements and consolidation of systems that currently support military personnel throughout their careers. This support for military personnel goes beyond their years of service, into retirement and interaction with other Federal Agencies. The Department must ensure appropriate and timely flow of information with the Department of Veterans Affairs and other Government and non-government agencies that provide services or benefits to veterans. The overall strategy and the individual projects are designed to support the priorities of the USD(P&R) and the personnel community.

The Joint Integration Group (JIG) provides high-level review and coordination on all products of the program. It is a group of senior personnel and pay representatives from all components, the Joint Staff, OSD (Reserve Affairs), and OSD(Personnel and Readiness). Members are briefed regularly and kept informed of project status and plans. Recommendations from the JIG are incorporated into both the selection and performance of projects.

The Executive Steering Committee (ESC) provides guidance and oversight to the program. The Committee chair is designated by the USD (P&R). Membership includes the four assistant personnel chiefs, and two and three-star representatives from the Service financial communities, OUSD(C), OUSD(P&R), OASD(FMP), OASD(RA), OASD(C3I), DFAS, and the Joint Staff. Navy acquisition personnel from the Program Executive Office for Information Technology and the Joint Program Management Office attend and participate.

This Strategic Plan is divided into three sections. The first section focuses on the background of the military personnel information management program. The second section describes the overall program strategy. The third section provides information specific to the Defense Integrated Military Human Resources System (DIMHRS). Much of the third section was excerpted from the June, 2002 Report to Congress.

Section 1: Military Personnel Information Management Program Background

Military personnel functions support active duty and reserve personnel and their families throughout their entire military careers, through periods of peacetime, mobilization and war, and beyond their military service. Many interactions and transfers of data must be supported with other agencies, especially with the Department of Veterans Affairs. The central focus of the military personnel IM program is to promote and maintain effective military personnel management. The most critical functional issues include: effectively passing information between active and reserve components within Services; tracking individuals during deployment and in theater; ensuring that timely and correct personnel information feeds pay; improving inter-agency data exchanges; reducing and eliminating multiple data collection; and supporting operational requirements.

Within DoD, several hundred automated systems have been identified that support military personnel functions. During and after the Persian Gulf War, many internal problems were identified that were the result of inadequacies in the military personnel systems. The strategy for the Information Management Program includes measures to resolve functional problems, standardize data, consolidate and streamline business processes and systems, and move to a single, standard DoD military personnel management system if feasible and cost-effective. The program recognizes the possibility that multiple, interoperational systems which incorporate common data may be more practical and cost-effective than a single standard system.

A complete, two-year functional and technical analysis focused on seven core military personnel management systems, with the intent of determining whether or not it would be appropriate to designate an existing system as the migration system for core military personnel functions. The analysis clearly demonstrated that the component/Service systems support component-specific policies and business practices, and use component-specific data elements. Because the systems are interdependent within each component, the abrupt adoption of a standard core military personnel system would break the connections both within and between functional areas throughout military personnel. This would degrade the ability of the Services to provide personnel services, to mobilize, and to support policies and directives.

In 1995, the personnel community had developed a strategy that would:

- 1) resolve functional problems;
- 2) develop and implement standard data across all components;
- 3) consolidate/streamline processes and systems within military personnel;
- 4) identify and address interface requirements; and finally
- 5) integrate core systems and data bases within and across Services and components.

Although all the elements of the program were fully coordinated and supported throughout the military personnel community, resources were not available to effectively execute the program within a reasonable time. The Secretary of Defense tasked a Defense Science Board Task Force to review the program and asked for advice on how the program goals might be achieved more quickly than the current strategy would allow.

In January of 1996, the Defense Science Board Task Force on Military Personnel Information Management was established to evaluate military personnel information systems and to advise the Secretary on the best approach to military personnel information management. The Task

Force reviewed the analyses that had been completed within the Military Personnel Information Management program, including the systems evaluations. The Task Force received briefings and technical materials from OUSD(P&R), OASD(C3I), the Services, DFAS, the Joint Staff, DISA, and representatives of the private sector.

After a thorough review of all materials, the Task Force recommended that the Department move to a single, all Service, all-component, fully integrated, personnel and pay management system built on a Commercial-Off-The-Shelf (COTS) base. The Task Force also noted that there were no technical or functional barriers to this, and that the major programmatic barriers were the need for adequate resources and the need for strong central leadership. The Task Force also noted that the requirements must be defined in a joint environment and recommended that the approach designed by the personnel community should be resourced and accelerated and that the objective system should have an initial operating capability within five years of program initiation. The full Task Force report and many of the extensive appendices (which included their analyses and decision criteria) are available on the web at www.mpm.osd.mil. The Task Force recommendations were fully coordinated within the Department and the Secretary directed implementation of the recommendations through a series of decision documents. The Task Force report is available on the P&R web site. The Task Force members and advisors are listed in Appendix A of the report.

In February 1998, the Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS(Pers/Pay)) received approval for Milestone 0 as an acquisition program. DIMHRS will fully implement the recommendations of the Task Force. DIMHRS (Pers/Pay) achieved Milestone I in October 2000 and is scheduled for Milestone B in 2003. In March of 2001, a full and open competition was completed and PeopleSoft was selected as the Human Resources COTS product that will form the basis for DIMHRS(Pers/Pay). The Strategic Plan includes interim measures that will be accomplished prior to the full implementation of DIMHRS(Pers/Pay).

Section 2: Military Personnel Information Management Goals and Strategies

The primary goals of this plan are to transform military personnel and pay management and to resolve the deficiencies identified above that continue to have an impact on our readiness, contingency and peace-keeping operations. It also addresses those deficiencies that continue to have an impact on the quality of service we provide to Service members and veterans to ensure that they receive correct pay, accurate credit for service, and appropriate benefits and entitlements. Three strategies must proceed simultaneously.

Strategy 1: Design and implement an automated system to collect and maintain the required information to meet the operational needs of military Combatant Commanders; military personnel, pay and manpower management needs; and the needs for historical documentation, scientific research and analysis, and health surveillance and monitoring. Once the information requirements are known and defined, mechanisms must be put in place to collect and maintain the data in formats that facilitate its use for documentation of military service as it relates to the members status as active or reserve, dates of service, and geographic locations of service and possible or actual exposures and other health risks. Accessibility and exchange of the data is also a major consideration. Identification, development, testing and deployment of useful segments will bring early benefits to the personnel and pay community.

Strategy 2: Define information requirements and develop standard data that can be implemented across all Military Services and components. This strategy will result in definition of a complete set of data that, when collected, would satisfy the requirements of the personnel, medical, and research communities throughout the Federal Government.

Strategy 3: Develop mechanisms to facilitate access to existing data that is currently being used or is historical in nature. Historical data that is already archived, and data that is being used, or will be collected over the next few years, will not benefit from the new data collection and maintenance system. Although these data are not adequate in terms of the full requirements, in many cases it is the only information available for this time period and for many service members and veterans. Access to this data will be required for 75 years from the date of its archiving. Mechanisms can be put in place to facilitate that access.

Each of the strategies are discussed more fully below, with a brief description of each item, a statement on the status, an estimate of costs, where available, and identification of any potential problems or issues.

Strategy 1: Design/implement a system to collect and maintain required information.

Military personnel business processes relating to mobilization and tracking in theater have been thoroughly analyzed. The current deficiencies are the direct result of the inability of the current major personnel and pay systems (numerous Service and component specific separate systems with multiple, complex interfaces) to support collection and maintenance of the required information especially in the areas of personnel accountability and asset visibility. These deficiencies continue to impact our readiness, contingency and peace-keeping operations. They continue to impact our ability to assess potential health hazards and the quality of service we provide to Service members to ensure that they receive correct pay, accurate credit for service and appropriate benefits and entitlements. The requirements have been developed through extensive business process reengineering, involving all Services and components, for the full scope of the military personnel life cycle. Cross-Agency workshops ensure that government-wide requirements are addressed.

The Defense Integrated Military Human Resources System (DIMHRS(Pers/Pay)) is being designed to resolve the information collection and access deficiencies identified. DIMHRS(Pers/Pay) will enable the Department to collect and maintain the standard military personnel and pay data and will address the problem of asset visibility. It will enhance our ability to account for Reservists who are mobilized and change to Active Duty status. It will assure that they receive proper credit for service, timely pay, benefits and entitlements for themselves and family members. It will also give DoD the capability to track military and civilian personnel in and around the theater of operations, support the collection of casualty and medical evacuation information that will be integrated with medical management systems, and provide data for use by outside agencies such as the VA and the Red Cross. DIMHRS(Pers/Pay) will correct the personnel and pay and operational records keeping issues that were made obvious during the Gulf War. It will be a single, fully integrated, all-Service, all-component, military personnel and pay management system. DIMHRS(Pers/Pay) will be a major link in a process that will provide seamless delivery of personnel services and veterans benefits and entitlements, eliminating redundant data capture and paper forms. Since much of the required data must be collected in the field and transmitted to central data bases, DIMHRS(Pers/Pay) must encompass both the field-level data collection capability and the central data bases for all Services. DIMHRS(Pers/Pay) will be built using the PeopleSoft Human Resources COTS product and will take

full advantage of streamlined processes when feasible without diminishing the military mission. Section 3 of this plan provides additional information specific to DIMHRS(Pers/Pay). Plans for DIMHRS (Manpower) and DIMHRS (Training) are under development.

Strategy 2: Define Information Requirements and Develop Standard Data

One of the most significant problems in managing military personnel in theater and through mobilization is that the different Services, and their components (Active, Reserve, and Guard), collect data that are inconsistent and incomplete. During the period from 1992 through 1995, the DoD personnel community focused on the definition of information requirements, development of the Defense Personnel Data Model (DPDM), and definition of standard personnel data elements to address the information requirements. These data will be implemented through DIMHRS.

A series of focused workshops were held to identify information requirements for effective military personnel and pay management, including tracking personnel in theater and maintaining adequate personnel records for future access to ensure appropriate benefits, documentation of potential exposures, and accurate credit for service. The workshops included full participation from all military components (active, reserve and guard), OSD staff analysts and managers (from Reserve Affairs, Health Affairs, and other parts of OSD), Joint Staff representatives, and, for areas of special interest, representatives from Veterans Affairs and other Federal Agencies. Data defined by the workshops were fully coordinated with the entire personnel community and incorporated into the DPDM.

As a parallel effort, all data collected by the Services military personnel systems (active, reserve and guard) were analyzed and also incorporated into the DPDM. A set of standard data elements was defined and coordinated throughout the personnel community, with other DoD communities and with other agencies. Standard data elements will replace the approximately 30,000 component- and system-specific elements identified in our systematic review of personnel systems. Additional data elements will be defined and standardized during the process of defining requirements for DIMHRS. Since DIMHRS will be implemented using PeopleSoft, all data will be mapped to the COTS product and the DoD data standards will be revised to incorporate the COTS data when feasible.

Strategy 3: Develop mechanisms to facilitate access to existing data and to provide interim solutions to Gulf War issues concerning personnel accountability, asset visibility, and documentation of possible health effects of military service.

Even after DIMHRS is fully implemented, there will be a need to access data and information collected, and archived prior to the system becoming operational. DIMHRS is expected to reach Initial Operating Capability (IOC) by 2004. Full integration and connectivity with other Federal agencies in order to deliver support and services based on online or real-time access to DoD databases and systems will not be feasible until well after that date. As DoD and VA work toward providing transparent delivery of services, support, benefits and entitlements to Service members and veterans, we will need to implement interim procedures and take incremental steps toward the above mentioned interagency systems integration and connectivity. Since data collected and maintained in older legacy systems, and in other technological formats (paper, micro-fiche and optical storage) must be kept for at least 75 years, an interim capability to facilitate access to these other sources of information is critical.

Other critical issues are solutions and interim procedures to address personnel accountability, asset visibility, and documentation of possible health effects of military deployments. Mechanisms must be set in place to respond to these issues in order to support, sustain, and provide service to Service members currently serving on peace keeping missions in areas such as Bosnia and, to prepare for potential deployments to other areas of conflict as they arise. While all of these measures will improve access to existing data, they are all dependent on the implementation of DIMHRS to provide the full set of information that will respond to requirements.

Several studies have identified business process improvements within DoD, VA, and the National Archives and Records Administration (NARA) that will facilitate access to current and historical personnel information. Business Process Reengineering initiatives that will facilitate access to existing data are briefly described below.

1. Transfer of Medical Records to VA.

One of the earliest issues tackled by a joint DoD/VA task force, in 1992, was the failure to expeditiously transfer medical records to the VA for Gulf War (and other) veterans filing compensation claims. After review of the processes then in place, the Task Force recommended that the Health Treatment Records be transferred to VA upon separation from active duty. This expedites the availability of needed medical information to the VA for Reserve members returning from active duty deployment, and for those regular active duty members separating or retiring. While access to the existing medical records does not improve the content of the records, it goes a long way in accelerating the process that veterans must go through to obtain the benefits they have earned.

2. Integrated Imaging Systems

In order to provide further interim actions to facilitate electronic exchange of information between DoD and other Federal agencies needing data extracts, or copies of personnel records and information, DoD is pursuing a Defense Personnel Records Image Retrieval System (DPRIS) using optical imaging technology. DPRIS seeks to achieve interoperability among the existing Service optical imaged personnel file management systems. Adjuncts to this initiative include extending electronic query capability to other government agencies authorized to access military personnel records, and possibly giving Service members access to their own files on line. Full implementation of an interoperable imaging system, and the ability of other government agencies to access it, will significantly enhance the seamless delivery of benefits and entitlements to Service members and veterans during pre and post deployment transition. Access to information necessary to verify and deliver benefits and compensation will be facilitated by more efficient record keeping and faster access to specific information such as combat experience and units of assignment that can be related to dates and nature of deployment, geographic areas, possible exposures, etc. The lack of a common system for optically imaging personnel records was raised by the Congress in mandating the Automated Document Conversion Plan. DPRIS is operational between the Army, Navy, Marine Corps, and Veterans Affairs. The Air Force is scheduled to come up in 2003. While access to the existing personnel records does not improve the content of the records, it will accelerate many internal DoD processes as well as processes requiring information exchange with other agencies.

3. Retirement and Retrieval of Clinical Records

In 1995, DoD and NARA initiated the DoD/NARA Medical Records Retirement and Retrieval Project that recommended an automated system be put in place that would use an electronic record index for retiring clinical treatment records for military members and their families. Under the current system, medical treatment record retrieval is costly, not timely, and sometimes does not occur. The proposed system will correct these inefficiencies and enhance the probability that Service members and their families will be able to retrieve records of clinical treatment in military medical facilities during periods of mobilization, active duty and deployment. This system will ease post-deployment transition for family members of activated reservists as they move back into civilian life out of the military environment. Those veterans that have disability compensation claims that require the VA to review clinical data will find that whatever information exists will be more easily retrievable and claims can be settled quicker. Implementation of the revised indexing system using the Medical Records Retirement and Retrieval Component of the Composite Health Care System (CHCS) is targeted for mid 2003.

4. Defense Casualty Information Processing System (DCIPS)

During the Gulf War several problems in the casualty affairs and mortuary affairs arena surfaced. Congressional hearings on some of these problems were held early 1992 and a 1993 DoD Inspector General Report documents other deficiencies including the lack of common automated support for the management of casualty and mortuary affairs information and lack of casualty tracking information. Each Service had its own casualty affairs and mortuary affairs offices and information systems to support its own requirements. The Services all conduct business in basically the same way under current DoD guidance. The Department undertook development of the Defense Casualty Information Processing System (DCIPS) to better manage the automated information processes that support the casualty/mortuary environment. DCIPS is now fully operational in all Services as of October, 1999. Future interface with DIMHRS will further facilitate the ability for DCIPS to have a full set of common information from all Services.

5. Common Access Card

The Common Access Card will replace the military and civilian ID card. It will be used as the Public Key Infrastructure Token. Fielding of the card will begin in May of 2001 and be completed by October 2003. Initial applications will support core PKI functions (authentication, encryption/decryption, digital signature), e-mail, e-Business applications (defense travel system, paperless contracting) and use at Joint exercises.

6. Individual P&R Initiatives

Throughout P&R, a number of offices are undertaking individual initiatives to streamline business practices and reduce paperwork. These will be reported and tracked as initiated.

Other projects that have been completed or are in process are described on the web at www.mpm.osd.mil. Throughout the process of defining requirements for DIMHRS, opportunities will be taken to identify and develop capabilities that can be fielded in the near term and that address significant military personnel issues.

Section 3: DIMHRS

Much of the material in this section is excerpted from the Operational Requirements Document for DIMHRS, the Mission Need Statement, and the June 2002 DIMHRS Report to Congress. This section provides an overview of DIMHRS, a discussion of how DIMHRS will enable transformation of military personnel and pay management, a description of the roles and responsibilities assigned to the DoD offices responsible for elements of DIMHRS, and the Issue Resolution Process.

Overview of DIMHRS (Pers/Pay)

DIMHRS (Pers/Pay) will be a fully integrated, all Service, all Component, military personnel and pay system that will support military personnel throughout their careers. It will provide this support across the full operational spectrum -- peacetime and war, through mobilization and demobilization, deployment and redeployment, in theaters of operation and at home bases, capturing and maintaining accurate and timely data. In order to provide this support, it will necessarily collect data on every aspect of the Service member's career. It will retain and maintain that data in a single, comprehensive record of service that will be available to the Service member. The data and information will also be available to the Service personnel chiefs, combatant commanders, military personnel and pay managers and authorized users throughout DoD and other Federal Agencies.

A fully integrated military personnel and pay system meets the following criteria: one-time entry of data that automatically triggers all personnel and pay transactions; one set of fully automated edits per function; and, processing that does not require manual reconciliation or intermediate data entry. The user must see a single, fully integrated system, providing combined personnel and pay functionality.

The Mission Need Statement, dated February 24, 1998, specifically outlines the following five major problem areas that will be resolved with the implementation of DIMHRS (Pers/Pay):

- Combatant commanders do not have access to accurate or timely data on personnel needed to assess operational capabilities.
- OSD and joint managers and other users of data are hindered by the lack of standard data definitions and cannot make necessary comparisons across Services.
- Reservists who are called up are sometimes “lost” in the system; impacting their pay, their credit for service, and their benefits.
- Active duty personnel (and reservists) are not tracked into and within the theater.
- Linkages between the personnel and pay functions differ among the Services resulting in multiple data entry, complex system maintenance, reconciliation workload, and pay discrepancies.

The overall goal for DIMHRS (Pers/Pay) is to enable transformation by providing fully integrated military personnel and pay capability for all Components of the Military Services of the Department of Defense with a planned IOC by 2004. The program’s major objective is to enhance

mission support to the war fighter and Service Departments by eliminating or reducing data collection burdens, solving operational problems, conserving resources, improving delivery of services, and enhancing readiness. The highest priority of DIMHRS (Pers/Pay) is to provide timely, accurate, and easily understood functional information for the Service members, commanders in the field, and Service headquarters.

An overarching goal of DIMHRS (Pers/Pay), due to new operational mission requirements, will be to support all-Service information on individuals for joint and multi-service units. The commanders of these units should have the ability to access personnel information on all members assigned to their units regardless of Service. The system must be robust enough to meet changing operational concepts and requirements to the individual (vice unit) level for mobilization, activation, contingency operations, assignment actions, etc. Military personnel processes have been analyzed to ensure that DIMHRS (Pers/Pay) addresses major deficiencies in the delivery of military personnel and pay services. The deficiencies identified are the direct result of the inability of myriad current systems with multiple, complex interfaces to fully support current business process requirements. These deficiencies continue to hinder operations and reduce the overall quality of service provided to Service members, and must be corrected to ensure that they receive timely and accurate personnel and pay support to include: correct pay, accurate credit for service, and appropriate benefits.

The high-level requirements have been validated through business process reengineering, involving all Services and Components, the Joint Staff, and the Defense Finance and Accounting Service, for the full scope of the military personnel life cycle. Business process reengineering has demonstrated the need for changes to both policy requirements and processes within the personnel and pay functional arena. The military personnel and pay policy experts in OSD, the Joint Staff and the Military Service Departments review policy changes for personnel and pay policy implications and validation. DIMHRS (Pers/Pay) will support the Title 10, Title 32, and Title 37 USC, responsibilities and requirements of the individual Military Service Departments.

Shortcomings in the legacy systems can be summarized as follows:

- Personnel and Pay Inefficiencies. The lack of integration between personnel and pay functions and processes which provide data to the Defense Finance and Accounting Service (DFAS) for pay computation and disbursement causes delays and errors in pay (both underpayments and overpayments), the need for data reconciliation and correction, losses due to overpayments, and costs to recoup overpayments. On average, the Defense Joint Military Pay System input error range is between five and fifteen percent, depending on the personnel system sending the input or the proficiency of field site personnel. This error range includes both accuracy and timeliness of submissions. Late inputs create customer service delays and increase the need for complex retroactive computations and debt processing. Recent DFAS statistics indicate that four to seven percent of entitlement transactions are transmitted to DFAS two to five months after the event occurred and one percent of the transactions are transmitted six or more months after the event occurred. Service members are impacted by losses or delays in pay and benefits and must go to different places for pay and personnel support, which contributes to the high cost of manning the current process.

- Inability to Track Active, Guard, and Reserve Status Changes. Guardsmen and Reservists who are called up are sometimes “lost” in the system with consequent risks to their pay, their credit for service, and their benefits.
- Lack of a Single, Comprehensive Personnel and Pay Record of Service. Fragmentary documentation of military service across Components causes Service members difficulty in ensuring that they receive full credit for all service performed and places them at risk of losing benefits to which they are entitled.
- Inconsistent Processes and Data. Because the Services do not collect consistent data, combatant commanders and other users in DoD and other Federal agencies must apply different business rules, processes, data and systems to obtain personnel data and perform analyses. The selection and implementation of best practices is inhibited. In addition, inconsistent processes and data prevent a personnel specialist from one component or Service of a joint organization from servicing a member from another component or Service.
- Inability to Track Personnel in Theater. Military personnel (Active, Reserve and Guard), as well as DoD civilians, specified foreign nationals, and contractor personnel are not consistently tracked into, around, or departing the theater of operations. Service members thus have difficulty documenting potential exposures to environmental and other hazards of the theater and the Department cannot respond promptly and effectively to problems such as the illnesses of personnel who served in the Persian Gulf War.
- Redundant Data Capture (automated data entry and forms). Redundant data entry restricts efficiency and accuracy and results in disparities among non-integrated systems.
- Multiple, Redundant Systems Support Personnel and Pay. Modernizing, modifying and maintaining legacy systems may not be cost-effective and may in fact prohibit effective business process reengineering. It is difficult to differentiate fully between the savings expected from the elimination of multiple future starts and the savings expected from the need to maintain only one system. DFAS has documented significant savings from consolidation of financial systems to date. Similarly, the experiences of the Marine Corps in consolidating and integrating their systems suggest the potential for significant savings.
- Lack of Security. None of the Services’ systems currently meets the new DoD security standards. Government-wide requirements for information assurance and interoperability would be difficult and expensive to satisfy even if adequate numbers of technical personnel were available.

Section 8147 of the Fiscal Year 1999 Defense Appropriations Act mandated the establishment of a defense reform initiative enterprise pilot program for military manpower and personnel information; to include all functions and systems currently included within the scope of DIMHRS (Pers/Pay) and all appropriate systems within the enterprise of personnel, manpower, training, and compensation. To ensure a specific identity for the current initiative it has been titled DIMHRS (Pers/Pay). This initiative is bounded by the functionality supported by the legacy systems identified in the Baseline Functional Matrix and the Baseline Cost Collection Report. Future efforts will be initiated for DIMHRS (Manpower) and DIMHRS (Training).

The capabilities and key performance parameters required within the DIMHRS (Pers/Pay) are described in Section 4 of the Operational Requirements Document. It is important to emphasize that while DIMHRS (Pers/Pay) will provide automated support to the military personnel and pay processes, the system will not impede, conflict with, or alter any of the authorities and responsibilities of the Services under Title 10 or 32, USC.

DIMHRS (Pers/Pay) is a multi-dimensional project that must blend the following perspectives: Mission support to the war fighter and Service Departments that enhances readiness, Personnel and Pay functional requirements and “best business” practices, technical requirements, and costs, into the overall development strategy, and must deliver a system that optimizes technology and incorporates improved business practices for the Department of Defense.

The DIMHRS (Pers/Pay) Operational Requirements Document was developed in conjunction with the Joint Integration Group (JIG), which includes representatives from OSD offices, the Joint Staff (J1), all Services and Components, the Defense Finance and Accounting Service (DFAS), and the Defense Manpower Data Center. In recognition of the need to integrate the personnel and pay functions, processes and data, DFAS has been involved with each step of the DIMHRS (Pers/Pay) process.

The PeopleSoft product was selected through full and open competition as the Commercial Off-The Shelf (COTS) basis for DIMHRS (Pers/Pay) in March of 2001. The Department is engaged in a full, comprehensive analysis to ensure that the product can support the military requirements with minimal modification. The scope of DIMHRS (Pers/Pay) is fully described in the Operational Requirements Document. The PeopleSoft product includes additional capabilities that were not defined in the Operational Requirements Document, but will be available to users as part of the package. There are expected to be some DIMHRS (Pers/Pay) requirements which cannot be met by the COTS product because the Department has some mission requirements that are unique to its warfighting mission. Section 3 of this report discusses how gaps will be handled.

In recent years, the Department has made several attempts to streamline their business processes and to take advantages of COTS. DIMHRS (Pers/Pay) is building on lessons learned from the success stories as well as the failures in both DoD and the private sector. Major lessons learned that are being addressed in DIMHRS (Pers/Pay) include the following.

- **Control of Requirements.** One of the factors that leads to system cost explosion and system failure is the tendency for requirements to grow during the development process. Program Managers are often inundated by requests for additional functionality throughout the development process. DIMHRS (Pers/Pay) has a strong and formal process in place to control requirements creep. This is especially a danger for joint programs and has led to the failure of several. The Under Secretary of Defense (Personnel and Readiness), the functional proponent for DIMHRS (Pers/Pay), has put in place an office to control requirements. The DIMHRS (Pers/Pay) Program Manager receives requirements from a single source. All issues are resolved through the Joint Requirements and Integration Office, working with the Services and DFAS. The DIMHRS (Pers/Pay) issue resolution process is described in Section 3 of this report.

- **Understanding the Business Rules.** Over recent years, the Department has tried several times to select existing systems (often systems that worked well in one Service) and implement them in other Services without a full understanding of the impact on the business processes. A well-known example of this was the Defense Joint Military Pay System. This had been the Air Force pay system and had worked very well in the Air Force. When it was implemented in the Army in 1992, it did not work because the Air Force business rules that were imbedded in the system did not work in the Army. In some cases, the Army could have changed their business rules and in other cases, the system could have changed its processing rules, but without a full understanding of the imbedded rules, this cannot be successfully carried out. The Defense Joint Military Pay System is now fully and successfully operational in the Navy, but similar problems were experienced when it was turned on in the Navy in 1998. The Under Secretary of Defense (Personnel and Readiness) has put in place a process to thoroughly examine business rules and their impact on the Department. A series of review and testing will ensure that the final product meets our requirements while improving our mission capability, efficiency, and support to Service members and their families.
- **Business Process Reengineering and Change Management.** It is expected that business rules will be changed to improve mission performance, efficiencies, and service to Service members and their families. There will also be business rule changes that are needed to successfully implement the COTS package. The Department must be willing to adopt the COTS capabilities and processes as long as the changes do not result in inefficiencies or adversely effect mission or Service members and their families. Streamlined, best practices must be implemented to ensure that the Department gets best value from our systems and reduces the overhead burden of carrying outdated processes. This takes the commitment of the leadership. The DIMHRS (Pers/Pay) governance process includes the participation and support of the leadership in the military personnel and pay communities. In many cases, the Services have to get ready for DIMHRS (Pers/Pay) just as DIMHRS (Pers/Pay) has to get ready for them. The Services are fully engaged in this process.

Transformation: Military Personnel and the Defense Integrated Military Human Resources System (DIMHRS)

Some of the key elements of the transformation that address these goals (and will be enabled by DIMHRS) are discussed below.

Integration of Personnel and Pay (Systems)

Integration of personnel and pay: This is considered a best practice in the private sector. For the military, it is more than a best practice - - it is essential to the timely and accurate compensation of military personnel. The complexities of the relationship between military personnel and pay exceed by far the complexities of the relationship in the private sector. DIMHRS will fully integrate personnel and pay systems and databases.

Multi-dimensionality: Military pay is dependent on all of the expected personnel factors (e.g., grade, years of service, specialty, and geographic location). For military personnel, there are many additional factors that rarely come into play in the private sector. These include such factors as marital status, housing status (e.g., base housing), duty status (e.g., AWOL), duty type (e.g., hazardous duty); reserve status; and prior service factors.

Frequency of factor changes: Military personnel move around far more than employees in the private sector and the factors that determine pay change frequently. Many private sector firms manually adjust pay for individuals when circumstances change - - that is not practical in the military. Separate personnel and pay data bases must continuously be reconciled and synchronized.

Frequency of changes in laws and regulations: Military personnel and pay are subject to numerous changes in laws and regulations every year. New factors are introduced and new algorithms are applied to old factors. Modifications are required to numerous different systems. Changes are often open to interpretation and not all changes are made in the same way or on the same schedule, resulting in incompatibilities that must be adjudicated and resolved.

Integration of Personnel and Pay (Customer Service)

Separate customer service operations require military personnel and their family members to go to multiple locations, deal with multiple customer service personnel, and (if self service is available) sign on to separate web sites to conduct routine business. A single integrated system with a single integrated customer service location will provide better service for both self service and human resources office service. DIMHRS will enable full integration of human resource customer service.

Integration of active, reserve and guard processes (Systems)

Separate systems for active, reserve and guard personnel lead to inaccuracies in pay and entitlements. When reservists and guardsmen are called to active duty, they often do not get proper credit for their service. This can have immediate effects (loss or delays in pay and current benefits (e.g., family health care) and long-term effects (incorrect accounting for retirement pay). Full integration of the systems will support full accountability of service and timeliness of pay and benefits. DIMHRS will fully integrate active, reserve and guard systems and databases.

Integration of active, reserve and guard processes (Operations)

Separate treatment of active, reserve and guard personnel results in highly inefficient processes for transfers between components. When reserve personnel are called up to active duty and then returned to the reserves, the process mirrors the process of separation and enlistment rather than a simple assignment for duty in a different component. Full integration allows for these transfers to be streamlined. DIMHRS will enable the streamlining of inter-component and inter-Service transfers.

A Single, Comprehensive Record of Service

Military personnel are followed from the moment they enter the Service throughout their lives. Military personnel and their family members are entitled to service-related benefits even after separation or retirement. Fragments of documentation are often separately filed and sometimes not available to support claims filed by veterans and retirees. It can often take years to obtain valid documentation of service-related activities. A single, comprehensive record of service will ensure that all activities are documented and available and will ensure that military personnel have timely access to entitlements. DIMHRS will provide a single, comprehensive record of service throughout the life-cycle.

Cross-Service Support

Combatant Commanders are dependent on multiple personnel offices to provide service to military personnel under their command. With cross Service support, the number of personnel required to perform this support function could be reduced and day-to-day personnel support could be provided by a single personnel function. Similarly, when military personnel are assigned to units controlled by another Service, day-to-day personnel support becomes very complex because Services do not have access or authority to complete transactions in each other's systems. DIMHRS will enable a cross-Service support capability, as defined by the set up of roles and accesses.

Self-Service

A full spectrum of self-service support is a best practice in the private sector that is also applicable to the military. Service members must have access to make routine changes and updates (e.g., address changes) and to request (on-line) that specific information be reviewed for accuracy (e.g., date of promotion). DIMHRS will enable a full self-service support capability.

Accurate Tracking of Personnel and Family Members

Deployments are often treated as temporary duty assignments and as such are not tracked in personnel systems. This leads to both immediate and long-term problems. Immediate problems include a lack of full accountability of personnel, inefficiencies in the ability of Combatant Commanders to fully use personnel assets, delays in pay and benefits associated with the deployment, and the lack of effective management information on personnel deployed. Long-term problems include inability to identify populations who were exposed to specific hazards on specific dates, and potential impact on entitlements because of loss of documentation of specific events. DIMHRS will fully track personnel on temporary duty assignments and will also enable the full documentation of health and safety incidents in the permanent record.

Family members of Service personnel very often have separate domiciles when personnel are on deployment, sea duty, or other unaccompanied assignments. Ensuring accountability and care for family members is also important to DoD. Family members must be able to get health care and other benefits from wherever they are located. DIMHRS will track family members in locations that are separate from their sponsors - - whether it is a student at school, a child living with a relative in accordance with a family care plan, or a spouse and children who have moved closer to other family members during an operation. In some locations, family members, and even family pets, are tracked as non-combatant civilians in case of the need for evacuation. DIMHRS will support this need.

"Hiring" Personnel

In the private sector, competency matching is often used in hiring of personnel. Military personnel are not "hired" in the same sense of the word. Military personnel are brought into the service in entry-level positions - - most military personnel are accepted into the military based primarily on their future potential and they are trained and educated after entry. (There are some exceptions to this in the officer ranks, for instance in the medical professions.) Further, in the private sector, applicants are usually being considered for a specific job - - there is a many to one relationship

between the applicants and the job. In the military, candidates are evaluated based on criteria related to their potential - - and an individual may be considered for many different types of jobs - - there is a many to many relationship between applicants and jobs. This sets up a different focus and puts the burden on the system to identify the best fit for a high-potential candidate rather than the best candidate for a specific position. Transformation requires that we better estimate the needs of the objective force, specific qualifications that lead to success in the military, the potential retention of qualified personnel, and better relationships between pay and scarce skill sets. DIMHRS will support analysts by providing timely and accurate cross-service information on personnel, their qualifications, their success, and their retention.

Competency Management

Combatant Commanders and other DoD managers very often require specific skill sets for mission-essential operations. Multiple personnel systems provide inconsistent data of variable accuracy across the Services and the managers are dependent on the individual Services to search multiple databases to identify qualified individuals. Civilian acquired skills (especially for reserve and guard personnel) are not available. DIMHRS will enable managers to search the full range of personnel (active, reserve and guard) to identify personnel with specific skills (whether military or civilian acquired) and to quickly form task force rosters. (Full access to Service data in this way would be a major policy shift for the Department and will have to be well-defined with the Services. This is a policy issue that must be resolved to determine the extent of access that would be defined.)

Competencies are also dependent on education, training and special skills. All competencies must be tracked - - including the currency of specific training. DIMHRS will fully track all competencies: those required by the position and those held by the Service member. Competencies will be matched between Service members and potential positions and any discrepancies or additional training requirements will be identified prior to assignment.

Common Business Rules and Data

Common business rules and data are also necessary to achieve the transformation goals. Today we are all hampered by the variations in the business rules and data used by the Services. P&R has already defined the full set of DoD personnel data (both military and civilian) and DIMHRS will implement the standard data. In order to make the best use of the COTS product, the DoD standard data elements will be revised to reflect the COTS data as long as mission essential information is not eliminated. (In many cases, the Department is revising information requirements as part of the fit/gap analysis.)

Roles and Responsibilities – Governance for DIMHRS

DIMHRS (Pers/Pay) is a single, fully integrated, all Service, all Component personnel and pay system. The management and governance structure of the program is designed to reflect the authorities of the DoD organizations and the system requirements. The Under Secretary of Defense (Personnel and Readiness) is the functional proponent for personnel and pay in the Department and is therefore the functional proponent for the program. The system must be a single, seamless, fully integrated system, with a single program management authority fully responsible for the delivery of the integrated system. The governance structure provides an opportunity for all stakeholders to fully participate in both the definition of requirements and the acquisition of the system.

Office of the Under Secretary of Defense (Personnel and Readiness), OUSD(P&R)

The **Under Secretary of Defense (Personnel and Readiness)**, (USD(P&R)), is the functional sponsor of the program and oversees all functional aspects of the program.

The **Deputy Under Secretary of Defense (Program Integration)**, DUSD (PI), is the delegated authority responsible for oversight of all functional matters pertaining to the program and keeping the USD(P&R) apprised of overall program status.

The **Director, Joint Requirements and Integration Office**, JR&IO (in the Defense Human Resources Activity), supports the DUSD(PI) in the oversight of all functional aspects of the program. In conjunction with the Services and the Defense Agencies, as well as other Federal Agencies, JR&IO defines and documents the requirements for DIMHRS (Pers/Pay). JR&IO supports the priorities of the USD(P&R), the Services, and the military personnel and compensation community. JR&IO provides the single source for functional requirements. Specific responsibilities include:

- Define the functional requirements and performance characteristics for DIMHRS (Pers/Pay), in coordination with the Services.
- Incorporate functional and policy decisions into the program and act as the point of contact for clarification of functional matters with the Joint Program Manager.
- Manage all functional issues and maintain records of all functional decisions.
- Provide functional oversight for implementation and maintenance of DIMHRS (Pers/Pay).
- Define the functional architecture for DIMHRS (Pers/Pay), in coordination with the Services.
- Provide the functional oversight of the Joint Program Management Office (JPMO).
- Produce and maintain the functional portions of the program management documentation required by the Principal Staff Assistant activities in DoD acquisition Directives, DoD guidelines, and legislative requirements.
- Working with the Services and Defense Agencies, review and validate products developed to support the military personnel and pay functions.

Department of the Navy

The **Assistant Secretary of the Navy (Research, Development and Acquisition)**, ASN(RD&A) serves as the Component Acquisition Executive for the Department of the Navy and represents the Department to the Under Secretary of Defense (Acquisition, Technology, and Logistics) on all matters relating to the acquisition of DIMHRS (Pers/Pay). The ASN(RD&A) is responsible for establishing acquisition policies and procedures in accordance with DoD Directives and guidelines.

In fulfilling these responsibilities, the ASN(RD&A) is responsible for chartering the Program Executive Office (Information Technology).

The **Program Executive Office for Information Technology, PEO(IT)**, is assigned responsibility for the acquisition and in-service support and management accountability for DIMHRS (Pers/Pay) and for ensuring that the program is conducted within technical, funding, schedule, and supportability constraints approved by the milestone decision authority. Specific responsibilities include:

- Provide program management, technical, and acquisition support throughout the system life cycle. The PEO(IT) is responsible for the programmatic, technical architecture, and technical direction to the Joint Program Management Office (JPMO), and for the technical integration functions for the system.
- Charter and provide oversight of, and support to, the Joint Program Manager in accomplishing the program management responsibilities in accordance with all applicable DoD directives and instructions.
- In coordination with the Director, JR&IO, provide reports to the Milestone Decision Authority.

The **DIMHRS (Pers/Pay) Joint Program Manager**, is the single acquisition executive responsible and accountable for managing the DIMHRS (Pers/Pay) program and delivering the required capability to satisfy the functional responsibilities. Specific responsibilities include:

- Responsible to the PEO(IT) for program cost, performance, and schedule as well as other responsibilities outlined in the Joint Program Manager charter.
- Responsible to the Director, JR&IO, for implementing functional requirements, providing analysis of cost, schedule and performance impact of alternative strategies, and other responsibilities as defined in program documentation.
- Acquire, through contract or use of government provided resources, capabilities required to fulfill DIMHRS (Pers/Pay) requirements.
- Manage all technical and acquisition issues and maintain records of all technical and acquisition decisions.
- Produce all portions of the program management documentation required of designated acquisition activities in accordance with DoD Directives, DoD guidance, and legislative requirements, including the requirements of the Clinger Cohen Act and the Under Secretary of Defense (Comptroller) Financial Management Modernization Program initiative.
- Participate as required in program-wide integration activities sponsored by the functional oversight authority, including issue resolution meetings and presentations at meetings of the Joint Integration Group and the Executive Steering Committee.

Office of the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence), OASD(C3I)

The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) is the principal staff assistant to the Secretary of Defense for the development, oversight and integration of DoD policies and programs relating to the strategy of information superiority for DoD. The ASD(C3I) is the designated Milestone Decision Authority for DIMHRS (Pers/Pay) and as such is the arbiter of any acquisition issues and provides acquisition approval for the program.

The Services and the Defense Finance and Accounting Service (DFAS)

OSD representatives, the Joint Staff, the Services and DFAS fully participate in every aspect of the DIMHRS (Pers/Pay) program. There are six main avenues for participation.

Functional Requirements, Validation, and Issues. The Services and DFAS continue to provide full-time personnel to the JR&IO to fully participate in the definition of requirements, the identification of issues, and the validation of products. Representation at JR&IO includes: four personnel from each active component, two personnel from each reserve and Guard component, and four personnel from DFAS. These people work full-time on all functional aspects of DIMHRS (Pers/Pay).

Subject Matter Experts. OSD representatives, the Joint Staff, the Services and DFAS participate in periodic focused workshops of subject matter experts that develop business process reengineering recommendations, review requirements, and validate products.

Acquisition and Technical Support to the JPMO. The Services and DFAS continue to provide full-time personnel to the JPMO to fully participate in the technical and acquisition aspects of DIMHRS (Pers/Pay) development and deployment.

Joint Integration Group. The Director, JR&IO chairs the Joint Integration Group, a group of senior managers from the military personnel and compensation communities in the Department. Included are representatives from the Service military personnel offices (active, reserve and Guard), the Service military financial offices, DFAS, Comptroller, Reserve Affairs, Force Management Policy, Joint Staff, and the Defense Manpower Data Center. The Joint Integration Group meets monthly to monitor the program, resolve issues, and provide comments on all program documentation. Issues that cannot be resolved by the Joint Integration Group are referred to the Executive Steering Committee. (Current Joint Integration Group membership is at Appendix A.)

Executive Steering Committee. The DUSD (PI) chairs the Executive Steering Committee, a group of flag level and SES representatives from the military personnel and compensation communities in the Department. Included are representatives from the Service military personnel offices, the Service military financial offices, DFAS, Comptroller, Reserve Affairs, Force Management Policy, Joint Staff, and the ASD (C3I). The Executive Steering Committee meets quarterly or at the call of the chair to monitor the program, resolve issues, and provide advise on all program documentation. Issues, which cannot be resolved by the Executive Steering Committee, are referred to the USD(P&R) for decision. (Current Executive Steering Committee membership is at Appendix A.)

Integrated Product Teams. The Services and DFAS participate in the various integrated product teams established by the Joint Program Manager in accordance with DoD Directives and Guidance.

These include: cost team; logistics team; test and evaluation team; security team; document team; and acquisition team.

Joint Requirements Oversight Council

Since DIMHRS (Pers/Pay) is a joint program, the Joint Requirements Oversight Council reviews and validates the functional requirements documented in the Operational Requirements Document for DIMHRS (Pers/Pay).

Reporting Relationships

Functional reporting:

The Director, JR&IO reports directly to the DUSD (PI). The DUSD(PI) reports directly to the USD(P&R).

Acquisition reporting:

As documented in statutes and implemented in the DoD 5000 series, the PEO(IT) is responsible to the ASD(C3I) on acquisition matters and keeps the Navy Acquisition Executive apprised of program activities and status. The Joint Program Manager participates in all functional decisions pertaining to the program and keeps the JR&IO informed of potential program issues and status pertaining to functional implementation of the program throughout its life cycle.

Issue Resolution Process for Functional Issues

This section provides a high-level overview of the DIMHRS (Pers/Pay) issue resolution process. The process is fully documented in the DIMHRS (Pers/Pay) Issue Resolution Process document. Issues are identified through COTS Analysis, Workshops with Subject Matter Experts, the Joint Integration Group and Executive Steering Committee discussions, as well as from other sources. All issues identified are addressed through the same review process.

Issue Identification. All issues are fully documented to ensure an audit trail of recommendations, comments, and decisions. Some issues may be documented that need not be analyzed for review and resolution. These include: issues where there is consensus among the Services and no policy impact; process changes where all Services concur; Service-unique requirements with no impact to policy; and working-level requirement definition issues. However, all issues identified under this process are documented to provide traceability to the requirements.

An issue is documented when:

- There is an inconsistency between the law and the execution of the law in DoD/Service policy.
- There is an inconsistency between the DoD policy and implementation of the policy in Service Regulations.

- Analysis indicates there is a potential difference between Department functional requirements and the law.
- A change to DoD military personnel/pay process would significantly improve a DoD business practice.
- A change to DoD military personnel/pay process would significantly simplify implementation of COTS with no negative impact on mission or resources.
- There is an inconsistency between DoD Policy and another Department or Agency in the application of a law or policy.
- There is a gap in the ability of the COTS product to support functional requirements.

Issue Review Process Action Offices/Groups. There are four groups associated with the Issue Review Process. The offices are:

Joint Requirements and Integration Office (JR&IO): The JR&IO staff consists of GS Civilians and Service personnel who are personnel/pay generalists. The Service personnel are complemented by Subject Matter Experts from all Services, Components and DFAS. The JR&IO uses the Subject Matter Experts to provide in-depth expertise necessary to specify detailed requirements.

Joint Integration Group: The Joint Integration Group, a committee of senior military personnel and pay policy experts within OSD, Joint Staff and Military Service Departments, provides high-level review and coordination of the Operational Requirements Documentation and on all JR&IO products and recommendations. Issues are resolved by the Joint Integration Group if possible. Issues that cannot be resolved by the Joint Integration Group are elevated to the Executive Steering Committee for resolution. Joint Integration Group members are briefed regularly and kept informed of DIMHRS (Pers/Pay) program milestones and status. The Joint Integration Group meets monthly.

Issue Focus Groups: The Issue Focus Groups are convened by JR&IO to review complex issues that require analysis prior to resolution. They are ad-hoc groups and may consist of Subject Matter Experts with varying expertise depending on the issue to be considered. The Issue Focus Groups review the issue and associated documentation and make recommendations.

Executive Steering Committee: The Executive Steering Committee is made up of senior leaders from OSD, Joint Staff and Military Services/Departments. The Executive Steering Committee provides a final review and coordination on all program products and recommendations. Issues that cannot be resolved by the Joint Integration Group are forwarded to the Executive Steering Committee for resolution. Even issues that are resolved by the Joint Integration Group are forwarded to the Executive Steering Committee for final confirmation and discussed on an “exception” basis if any member wants to further discuss any issue. If appropriate, issue documentation is forwarded to the appropriate internal staffing organizations within the Department as received from the Joint Integration Group to expedite the review and staffing of the recommendations. Issues that cannot be resolved by the Executive Steering Committee are forwarded to the USD(P&R) for decision. Decision packages for USD (P&R) include statements of varying positions.

The Issue Review Process. The issue review process follows a five-step procedure.

The first step is an initial assessment of the issue by the JR&IO staff in terms of the issue type (change to the law, DoD or Service policy or Regulation, functional process, or issue stemming from COTS analysis). For complex issues, the JR&IO convenes Issue Focus Groups to develop alternatives for resolution of the issue.

The second step is to document the issue in the Issue Resolution Report. Updates of the report are sent to the Joint Integration Group at least 10 days before each Joint Integration Group meeting. Issues are also prioritized for resolution by the following criteria:

Critical Path Functional Issues. A critical path functional issue is one that must be resolved to move the program forward. Critical path issues are suspended for resolution as quickly as possible, with an Issue Focus Group convening within one week of the identification of the issue as critical. The total time from identification as critical to resolution should not exceed one month.

NonCritical Path Functional Issues. An issue is designated as a noncritical path functional issue if it must be resolved, but it is not in the critical path for the program and does not warrant a quick review. Noncritical path issues are suspended for a more relaxed review cycle, with resolution to be completed through the normal Joint Integration Group cycle. The total time from identification to resolution should not exceed six months. (Noncritical issues would become critical if closure is required to proceed with program design and development.)

Issues with Law Implications. An issue is designated as an issue with a law implication if the Department is constrained in streamlining a business process or developing a more efficient process because of a legal requirement for the existing process. These issues are identified and gathered into packages for bi-annual submission to Congress for consideration and relief. OSD staff will prepare and staff the packages and report back to the Joint Integration Group on progress.

COTS Gap Issues. A COTS Gap Issue is one for which the COTS analysis has identified a gap between the capabilities of the COTS product and the requirements of the Department. If these gaps can be resolved by changing a DoD business process without impact on mission or efficiency, that route will be considered in categories one or two above. COTS Gap Issues are those gaps that represent valid requirements that cannot be addressed by the COTS product. These issues are identified and gathered into a package for analysis by the JPMO after the completion of the major business areas of the Comprehensive Analysis. In order to assure COTS Gap Issues are resolved consistently and to ensure that the total impact of all gaps is fully understood, these gaps are not resolved on a one-by-one basis. For each gap, the JPMO will provide alternatives for meeting the requirement. These alternatives may include: modification of the COTS product; extension of the COTS product; interface to a Government Off-The-Shelf capability or other COTS product; negotiation with the vendor to include a new capability in the commercial product; or other alternative. The JPMO will also provide information on the cost, schedule and performance impact of the various alternatives offered. Modification to the COTS product will be made when it is required for mission performance, when there is an efficiency to the Service or the Department that will result from the modification, or when there would be an adverse impact on the Service members if the change were not made.

The third step is to provide the Joint Integration Group with the opportunity to comment on the issue. All comments are maintained in the Issue Matrix. Military Joint Integration Group members are asked to provide a single, consolidated response for each Service.

If the issue is resolved by the Joint Integration Group, the decision is incorporated into program analysis and products and forwarded to the Executive Steering Committee for confirmation.

If the issue cannot be resolved by the Joint Integration Group, but the Joint Integration Group determines that sufficient information exists for the Executive Steering Committee to reach a decision, the issue is forwarded to the Executive Steering Committee for decision.

Finally, if the Joint Integration Group cannot resolve the issue and insufficient information exists, then the following actions occur:

An Issue Focus Group is scheduled before the next Joint Integration Group meeting based on input from the Joint Integration Group. Similar issues are grouped to leverage the time of the Issue Focus Group in reviewing issues simultaneously.

The Issue Focus Group reviews the issue and supporting documentation to include the recommendation. The Issue Focus Group produces a recommendation and may also request additional information to support its analysis. Minority opinions are documented.

The results of the Issue Focus Group are forwarded to the Joint Integration Group members prior to the next Joint Integration Group meeting for their review and validation.

The fourth step is for those cases when the Joint Integration Group cannot make a decision and the issue must be elevated to the Executive Steering Committee. A package is prepared for the Executive Steering Committee which provides the issue documentation, the Joint Integration Group comments, the results of the Issue Focus Group (if there was one) and any dissenting views. The Executive Steering Committee reviews the issue and chooses one of the following three options:

- Provide a decision.
- Return the issue to the Joint Integration Group for more information.
- Forward the packet to USD (P&R) for decision.

If the Executive Steering Committee is unable to provide a decision on an issue submitted for the second time, the Issue Resolution Report and Matrix are forwarded to the USD (P&R) for a decision. Response timeframes are determined for each issue depending on the perceived complexity of the issue and the criticality of resolution.

When the policy decision adjudication process is completed, the issue recommendation and the final decisions are returned to the JR&IO, documented in the issue resolution report, and incorporated in the DIMHRS (Pers/Pay) functional requirements. This further updates functional requirements that have been or will be transferred to the Joint Program Management Office for incorporation into the DIMHRS (Pers/Pay) documents.

NOTE: This Strategic Plan was first developed in 1992 and is periodically updated. The most recent update was December of 2002.